

2024 ANNUAL CONFERENCE

Minnesota Family Support & Recovery Council in partnership with Minnesota County Attorney's Association



Using Behavioral and Technological Tools to Simplify Processes for Customers and Staff



Overview

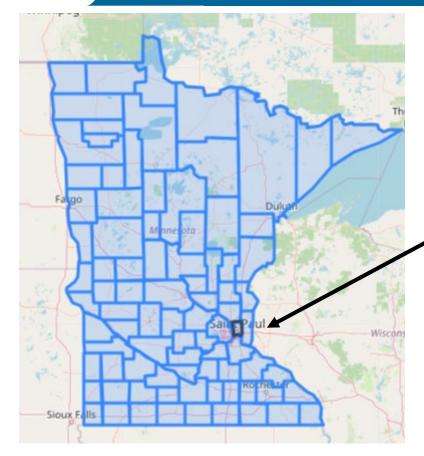


- Who We Are and How We Got Here
- Forms and Behavioral Economics
- Our Approach
- The Form Development Process
- Before and After
- Implementation and Outcomes
- Questions, Answers, and New Ideas

Ramsey County

- Smallest in size, yet the most densely populated, and racially diverse county in Minnesota with 10% of the state's residents.
- Residents have the lowest household income and greatest income disparities in the seven-county metropolitan area, especially within communities of color
- Child support caseload is the second largest and most racially diverse child support caseload in Minnesota
 - 66% people of color
 - 13% born outside the U.S. Plus, many others are first generation born in USA
 - 10% need an interpreter (22 different languages)





https://www.ramseycounty.us/your-government/about-ramsey-county

https://www.ramseycounty.us/sites/default/files/Departments/Public%20Health/CHA/County%20Overview3_final.pdf

How did we get here talking about forms?



- State provides letters and forms for child support processes in PRISM.
- Counties often create their own letters and forms.

• Case Participants said:

- They were asked to provide the same information to the child support office over and over.
- They didn't understand how to answer some of the questions because of the way the questions were worded.
- They didn't understand why we needed to know the information.

• Our workers and attorneys said:

- Completed forms were not filled out completely.
- Participants missed or skipped the most important questions on the forms.
- We weren't getting the information we needed to take the next steps on the case requiring rework.

Ramsey County receives completed Financial Statements over 12 days sooner!



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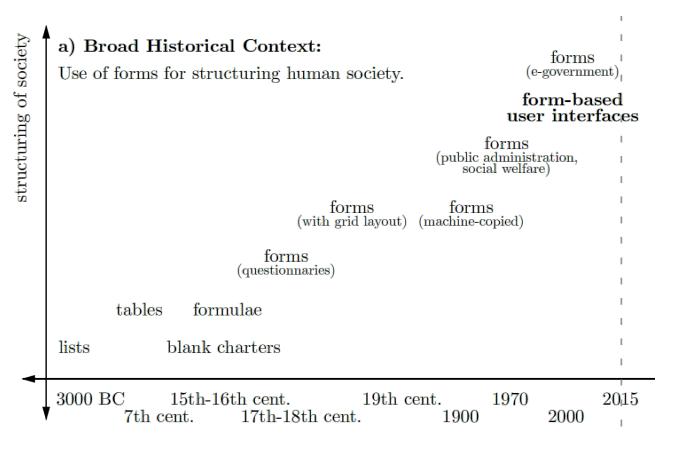
Forms and Behavioral Economics

Forms in the Real World



Name of the pet	ID#	Sex: Breed
Approximate Date of Birth	Description	
Address	City	, VA
Drivers License Number:		State:
Printed Name	Signature	Date
MGHS Representative		Adoption Fee

Forms Are Fundamental



FSRC WILL FSRC FSRC

Chart Source: Harms, Johannes. "Past, Present, and Future of Form-Based User Interfaces: Innovative Design for Evolving the 'Form' User Interface Metaphor." Dissertation, 2015. https://johannesharms.com/publications/harms2016forms.pdf.

9/27/2024



Woman, taken on Oath before me one of his Majefty's Juffices of the Peace in and for the faid bounty _____ this _____ eleventh ____ Day of November p____ in the Year of our Lord one thousand feven hundred and lighty two. in the year Days of 1/01, _____ the Month of June in the year Days of 1/01, _____ in the Parish ____ of Milbrooke _____ aforesaid _ in the County _ aforefaid, the the faid Martha Harding inclaship to the Name of inn of a Female - Baltard Child, and that the faid Bastard Child is become chargeable to the faid Parish of milbrooke _____ and that Sames Sturt _____ of Four Posts in the said Parish of milbrooke Victualler did get her with Child of the faid Baftard Child. Taken and figned the Day and The Mark Year first above-written, Valler Martha Harding

Before me



Our Forms Have Been Stuck in a Holding Pattern for Centuries

Image from a private collection

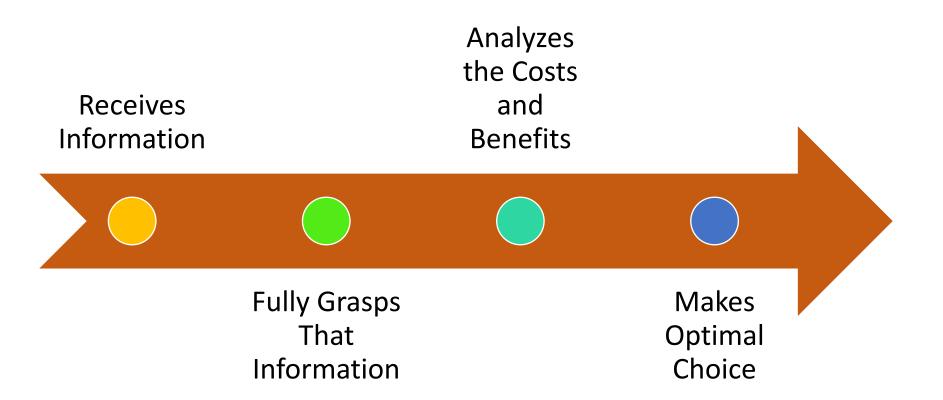
10

We Need a New Way of Thinking about Forms

How can we motivate people to complete forms in ways that maximize accuracy while also making them feel heard and supported through a difficult process?



A Traditional, Linear View of How We Make Decisions





A Messier, Behaviorally Informed View of Decision-Making

Most of our mental processing is unconscious, and most of our decision-making is unconscious, but that doesn't mean it's faulty, irrational, or bad. We are faced with an overwhelming amount of data ... and our conscious minds can't process all of that.

Our unconscious has evolved to process most of the data and to make decisions for us according to guidelines and rules of thumb that are in our best interest most of the time.

> Susan Weinschenk, PhD "<u>How People Make Decisions</u>"

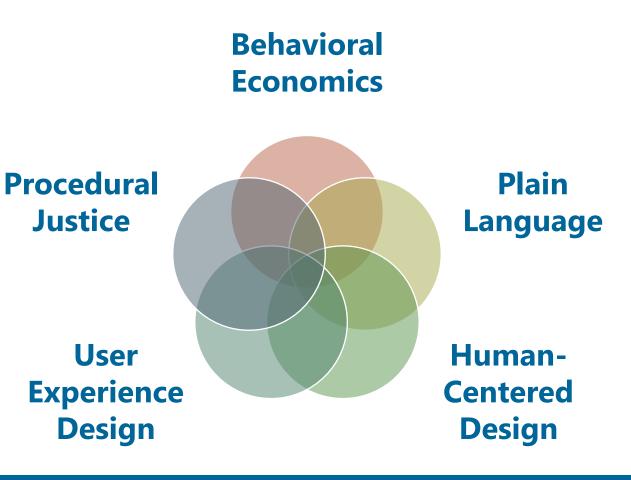




Behavioral Economics: A Working Definition

An approach to communications, policies, and procedures that analyzes and reshapes information and structural factors guiding engagement with program participants to make programs work better for them.*





* And not worse for anyone else!

Behavioral Techniques You Encounter Every Day



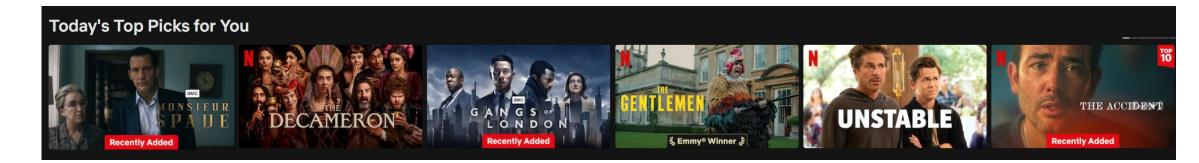
1. Personalization

Shaping a response or tool around someone's personal identity ("you" or "I")

Example

Beginning a letter with "Hello, Wilma" rather than "To Debit Card Users"

7	~	>>	Delta Air Lines	Inbox David, You Can Enjoy Up to \$610 in Statement Credits Each Year. Learn More - David, work from anywhere, earn from e
7	~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~	>	Service Protection .	Inbox David, did we mention your GE Built-In Microwave warranty is expiring? - David, did we mention your GE Built-In Micro
3	24))	LinkedIn	Inbox David, don't miss these newly released courses - Human Resources David, don't miss these newly released courses 10 (
3	~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~	*	Marriott Vacation C.	Inbox David, your Marriott exclusive expires September 17 - David, explore the pristine beauty of Lake Tahoe, California, with a
3	~	*	PayPal	Inbox Confirmed – David Ramm! You've been selected to apply for the PayPal Cashback Mastercard® Hello David Ramm,



Behavioral Techniques You Encounter Every Day



2. Social Proof

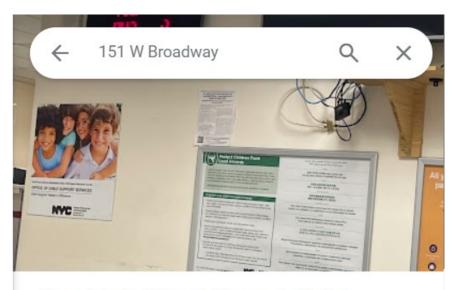
Drawing attention to the opinions or actions of others to guide decision-making

Example

"Billions and Billions Served"

NYC Child Support - ACCESS HRA





New York City Office of Child Support Services Walk-in Center 2.2 ***** (237) City government office : 3

Behavioral Techniques You Encounter Every Day

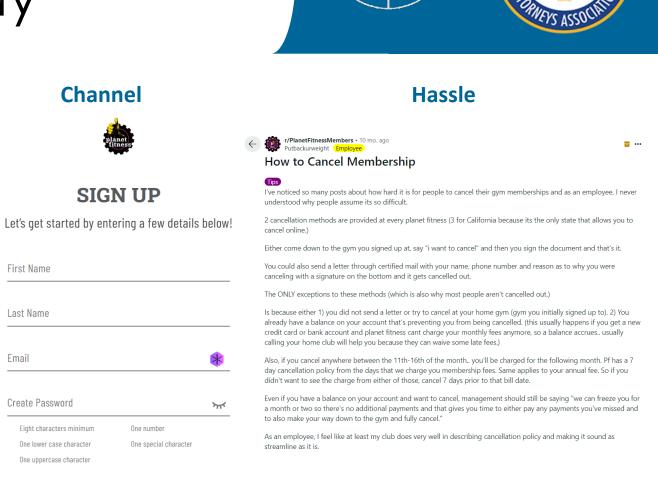
3. Channel or Hassle Factors

Elements that make it either easier (channel) or harder (hassle) for people to take some action

Example

Channel: Moving a case over directly from assisted to non-assisted

Hassle: The referral process for assistance cases when that person only wants TANF or medical assistance, not child support





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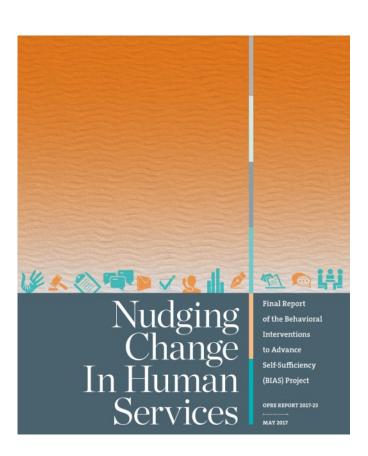
Next

Fmail

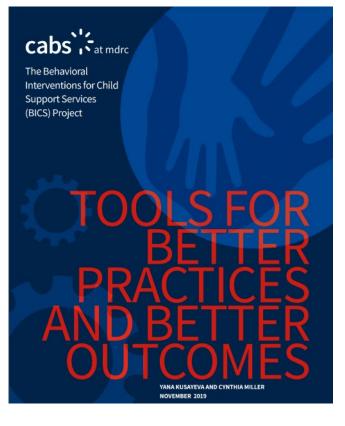
Examples of Behavioral Economics Being Used in Child Support



Behavioral Insights to Advance Selfsufficiency (BIAS)



Behavioral Interventions for Child Support Services (BICS)



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Our Redesign Approach

Behavioral Design Methodology



Our Team

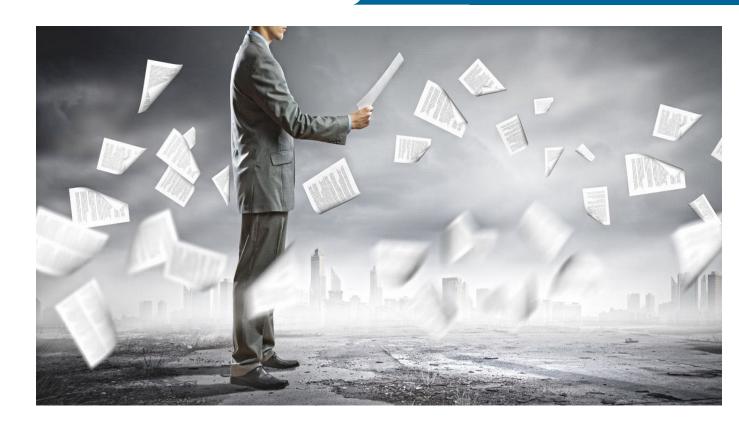
- Consultant
- Planning Manager Team Lead with 27+ years of child support experience in roles as worker, trainer, supervisor, and in supporting strategic initiatives
- Attorney with child support experience to ensure messages are legally correct
- Management Analyst with child support project experience to help with technical possibilities



Deciding Which Forms to Redesign



- We wanted our project to have an impact on work spanning multiple child support processes.
- Surveyed workers
 - Which forms had questions that clients often answer differently than we expect?
 - Which forms do clients not "seem" to respond to?
 - Which forms are "not pretty" or cause distress to look at?
- Narrowed down the list



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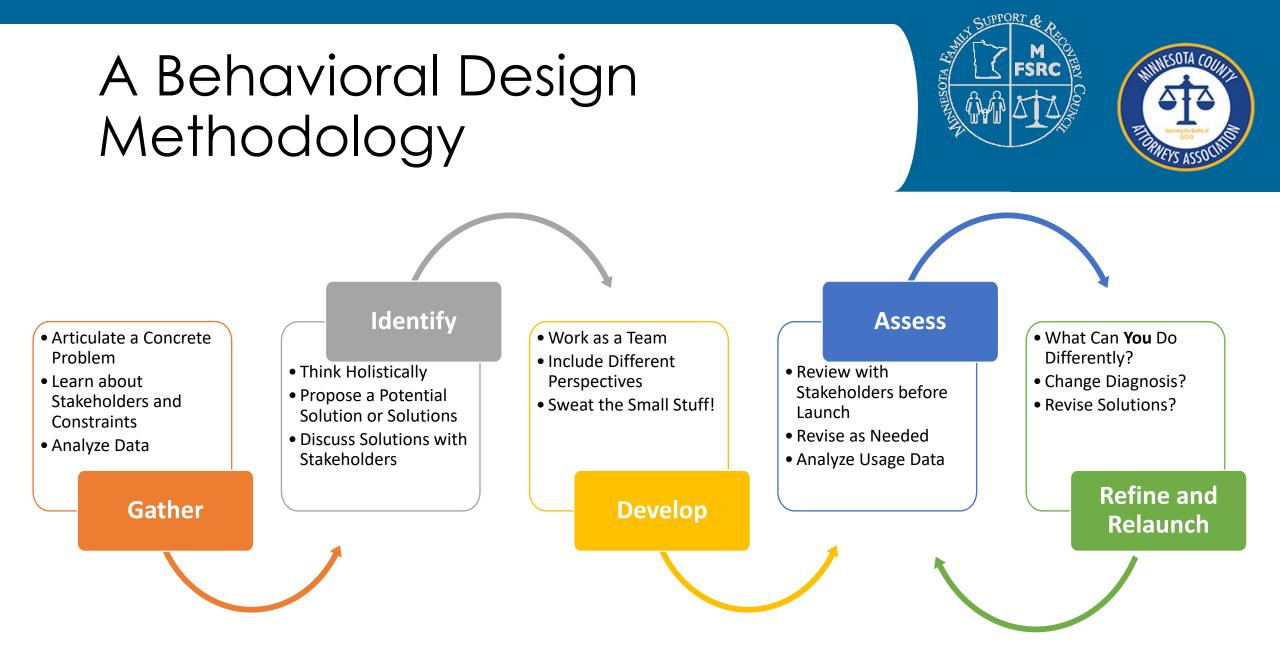
Some redesigned items:

- \checkmark Financial information form for setting or modifying support
- Paternity affidavits for bio-mom and alleged father to identify child's possible father
- ✓ Initial cover letter for cases without orders
- \checkmark Welcome letters for cases with orders
- Parenting decisions information page and affidavit
- ✓ Genetic testing appointment notice
- ✓ Description of support received or paid
- ✓ Series of nonpayment letters
- ✓ Agreement to forgive past-due support
- ✓ Cover letter for intergovernmental cases without orders
- ✓ Locate form

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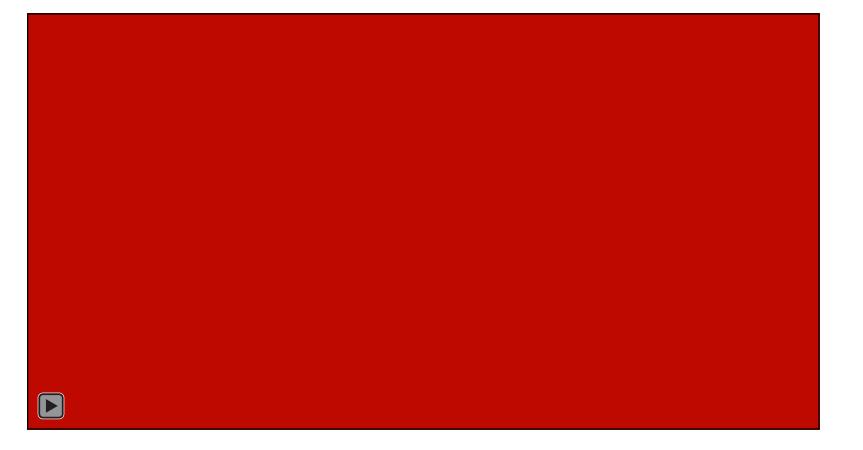


A Behavioral Development Methodology for Forms





Gather: Analyze Data





Develop: Some Key Principles for Behaviorally Informed Forms and Processes





Simplify policies and reduce choices

Remove anything that can complicate decision-making



Communicate expectations Tell people exactly how to respond. Give clear deadlines



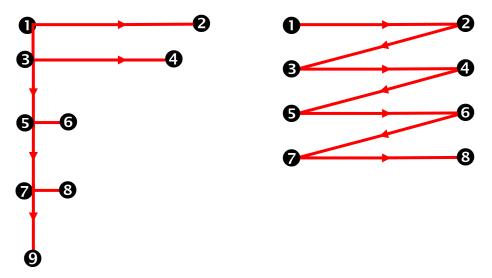
Use better tools

Write using **plain**, **direct** language. Design thoughtfully. Use delivery

mechanisms likely to increase engagement

Develop: Design for Skimming





"[T]he 'new norm' in reading is *skimming*, with word-spotting and browsing through the text. Many readers now use an F or Z pattern when reading in which they sample the first line and then word-spot through the rest of the text. When the reading brain skims like this, it reduces time allocated to deep reading processes.

Maryanne Wolf "<u>Skim Reading Is the New Normal.</u> <u>The Effect on Society Is Profound</u>"

Assess

Review with Stakeholders before Launch

- Formal review process
- Pre-launch focus group
- Revise as Needed
 - Quasi-formal test period of 3 months
 - Post-launch focus group
 - Both led to revisions
- Analyze Usage Data
 - More on this later



Question 1 Question 2 Put everything that Would prefer page applies to 5 on spousal establishment and support, etc. Would like to know about mod first and things that are children from other specific but not parents and where mod could come those orders are after that so that how much they're modification clients receiving per don't need to month. Some complete the entire clients both payers doc. Worried about and receivers for address completed different. How because of error. much for how many Language being too children and where high those orders ("communicate"). (county, state, etc.). Length of it. Info up In court pleadings, just use a number. front and be able to What if people have say, you don't need to complete after multiple marriages? this point. When Sav it's related to receiving, the specific person? expense section, (Neither marriage their math doesn't and past support apply to add up modifications.)

Question 3 If you have safety concerns, call and get a resource immediately. When she gets this form with a y in safety concerns, sends a DHS safety form. Want specific forms for disability. Preferred documentation is medial release consent form along with a medical provider certification. (Jodi says we would send those out.) Wants household separated out as its own section. Feel like ownership is the most important thing. Ownership privileged. Want a lot more money about other

orders and what

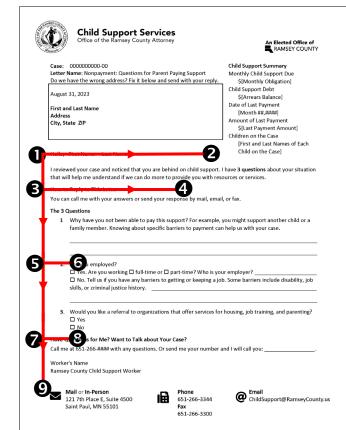
Policy and Design: Hand in Glove



Before

February 10, 2021				
Party Name Party Address City, State, Zip		Cas	Name and NCP Name e: 000000000-00 ırt File No. Court File#	
Dear <mark>NCP Name</mark> :				
I have reviewed your child supp	oort case, and would I	ike to provide you sor	ne information:	
 Your child support oblig You have not made a p 				
Below are resources that you n	nay find helpful if you	are not able to make	monthly payments:	
Ujamaa Place: 651-526 Father Project: 612-724 Goodwill/Easter Seals:	1-3539 www	w.ujamaaplace.org w.goodwilleasterseals w.goodwilleasterseals		
MN Workforce Center: Twin Cities Rise: 651-60		w.jobconnectmn.com w.twincitiesrise.org		
It is important that you contact the child support office can also				cial situation,
Even if you can't make the full discuss possible payment optio		t helps your child. Con	tact me at 651-266- <mark>Yo</mark>	<mark>ur Ext</mark> to
Sincerely,				
<mark>Name</mark> Child Support Worker 651-266-<mark>Your Ext</mark>				

After





Practical Tips: Language



Start with the Takeaway

I reviewed your case and noticed that you are behind on child support. I have **3 questions** about your situation that will help me understand if we can do more to provide you with resources or services.

Use common words and short sentences (under 30 syllables per sentence)

1 Why have you not been able to pay this support? For example, you might support another child or a family member. Knowing about specific barriers to payment can help us with your case.

Use personal pronouns ("we," "you," etc.), not disembodied roles ("CP," "NCP," etc.)

- **2**. Are you employed?
 - □ Yes. Are you working □ full-time or □ part-time? Who is your employer?

□ No. Tell us if you have any barriers to getting or keeping a job. Some barriers include disability, job skills, or criminal justice history.

Practical Tips: Design

An Elected Office of RAMSEY COUNTY

Case

Case Numb



Child Support Services Office of the Ramsey County Attorney

Financial Information

Why We Ask This Information

Either you or someone connected to you opened a child support case or asked to change an existing child support order. To get the child support amount right, we need to know about your income and expenses. For that same reason, we also ask you about the other parent.

What We May Do with This Information

We may use the information you give us to help set or change a child support order. Eventually, this form may be filed with the court. Like other court documents, it may be shared with others, including the other parent.



Your Safety and the Safety of your Child or Children

We want you and your child to feel safe and still get child support services. Feeling safe means not fearing violence, threats, verbal abuse, or other forms of control.

If any part of the child support process might make you or your child feel unsafe, call me at 651-266-#####. No matter what you've told us in the past, you can update it at any time.

We can hide details on forms to reduce the chances that the other person can find you.

Information about You

You	r Contact Information		
C	Name: First and Last Name of CP or	NCP	
C	Date of Birth:	Place of Birth:	
	Mailing Address: CP or NCP Addre	255	
	If you live at a different address, write	ite it in here:	
	Your Phone Number:	Is this a cell phone number? 🛛 Yes 🗆	No
	If you have another phone numb	ber, write it in here:	_
	When any of this information change	es, tell us. Don't miss updates about your case!	
Add	litional Details about You		
A	Language Preference		
	Tell us what language you prefer to u	use when we communicate with you:	
	Preferred Spoken Language:	Preferred Written Language:	
\geq	Mail or In-Person 121 7th Place E, Suite 4500 Saint Paul, MN 55101	Phone Email 651-266-3344 ChildSupport@RamseyCo Fax 651-266-3300	ounty.u



- Use headings to indicate levels of importance
- Emphasize white space and a ragged right margin
- Use icons and other graphics to reinforce meaning



Financial Statement

Before

mu	Support Case #:
:	Personal Information
1.	My name is:
2.	My date of birth:My place of birth:
3.	My mailing address is:
	This mailing address is the same as where I live. () Yes () No, I live at this address:
4.	My contact numbers are: () Home Phone:
	() Cell Phone:
	() Other:
JI	: You MUST report all changes to the child support office.
	School Name: My carser field is I have classes:hours per week. I plan to graduate on
6.	Have you ever been married? () Yes () No Ifyes,
	a. Who are/were you married to:
	b. Marriage: () Date: () Place:
	c. Separation: () Date:
	d. Divorce: () Date: () Place:
l:	Monthly Expenses and Debt
7.	There are adults and child(ren) living in my household.
8.	My average monthly household expenses are \$
9.	Below is the breakdown of my portion only of the average monthly expenses and debt in my household:

After

C. Marriel	Child Support Services Office of the Ramsey County Attorney An Elected Office of RAMSEY COUNTY
ncial Info	ormation
	Case Case Numb
	e Ask This Information
existing (ou or someone connected to you opened a child support case or asked to change an child support order. To get the child support amount right, we need to know about ome and expenses. For that same reason, we also ask you about the other parent.
What W	e May Do with This Information
	use the information you give us to help set or change a child support order. Eventually, this form may with the court. Like other court documents, it may be shared with others, including the other parent.
0	Your Safety and the Safety of your Child or Children
U	We want you and your child to feel safe and still get child support services. Feeling safe means no fearing violence, threats, verbal abuse, or other forms of control.
	If any part of the child support process might make you or your child feel unsafe, call me at 651- 266-##### . No matter what you've told us in the past, you can update it at any time.
	We can hide details on forms to reduce the chances that the other person can find you.
	nation about You
	ontact Information Name: First and Last Name of CP or NCP Date of Birth: Place of Birth: Mailing Address: CP or NCP Address If you live at a different address, write it in here:
	ontact Information Name: First and Last Name of CP or NCP Date of Birth: Place of Birth: Mailing Address: CP or NCP Address If you live at a different address, write it in here: Your Phone Number: Is this a cell phone number? Q Yes Q N If you have another phone number, write it in here:
	ontact Information Name: First and Last Name of CP or NCP Date of Birth:
Your Co	ontact Information Name: First and Last Name of CP or NCP Date of Birth: Place of Birth: Mailing Address: CP or NCP Address If you live at a different address, write it in here: Your Phone Number: Is this a cell phone number? Q Yes Q N If you have another phone number, write it in here:
Your Co	ontact Information Name: First and Last Name of CP or NCP Date of Birth: Date of Birth: Mailing Address: CP or NCP Address If you live at a different address, write it in here: Your Phone Number:
Your Co	ontact Information Name: First and Last Name of CP or NCP Date of Birth:
Your Co	ontact Information Name: First and Last Name of CP or NOP Date of Birth:
Your Co	Name: First and Last Name of CP or NCP Date of Birth:
Additio	Name: First and Last Name of CP or NCP Date of Birth:



9/27/2024

Financial Statement: Details



Before

Past Support VIII:

The court may look at each parent's responsibility to support the child(ren) of this case, for up to two years before the court case starts.

- 40. () I paid direct child support, OR () the other party has paid me direct child support, of for the time period: to . ** Proof of any direct child support payments is required.
- 41. Do you want reimbursement for **past support**? (check all that apply)

() No () Yes: past basic support / past medical* / past childcare* *You must attach proof of past medical/dental and childcare expenses. (Past medical support includes the child's portion of the medical/dental premiums and unreimbursed expenses for the child.)



Past Child Support

If you are filling out this form to change an existing child support order, skip this section.

Sometimes the court will order the other parent to pay their share of the last two years of child support, child care costs, medical costs, or costs related to child's birth.

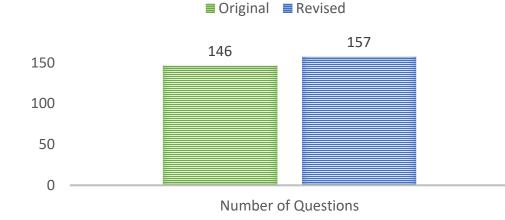
Do you want the court to order the other parent to pay for:

Past child support?	□ Yes □ No	Medical costs for the child? \Box Yes \Box No
Child care costs?	□Yes □No	Costs for the child's birth? Yes No

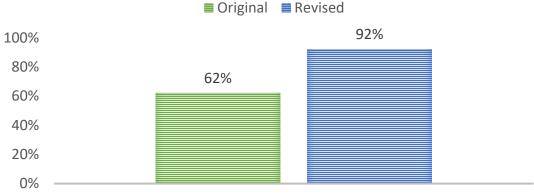
Financial Statement: Results



FINANCIAL STATEMENT: NUMBER OF QUESTIONS PER FORM



FINANCIAL STATEMENT: RATE OF COMPLETE AND ACCURATE RESPONSES



Rate of Complete and Accurate Responses

A 30 percentage point (48%) increase in completion rate. Increased even when asking more questions about ability to pay.

Mother's Paternity Affidavit

Before

			Child(ren):	
Did you have sexual inter ending SIX weeks after ye				ming SIX weeks before and
0		No Yes		
List EVERY OTHER MA	N that you l	had sexual intercourse wit	th heginning 6	weeks before until 6 weeks
after when you became pr				
		Address or who does he		Any other info? (His parents'
Name and Date of Birth	Phone	live with?	Employer	names, phone #s, arrest record)
1)				
2)				
If you need addition	al space to h	ist other possible fathers	of this child pl	ease attach another sheet.
Do you have any safety o	concerns reg	garding any of the allege	d fathers liste	d in this affidavit?
No Yes				
		tese concerns with you. P	lease list a pho	ne number where we can reac
you during the daytin	ne:			
	information	a that will halp us get in	contact with t	he alleged father:
Please give us any other	mormatio	n that will help us get in	contact with t	
riease give us any other	mormatio	n that will help us get in		
ricase give us any other		n unat win neip us get in		
If you have any of the five				
	e items listeo Ramsey	d below, please check the County Attorney's Offic	box and send t	
	e items listeo Ramsey Child St	d below, please check the County Attorney's Offic upport Enforcement Secti	box and send t e on	
	e items listeo Ramsey Child So 121 Sev	l below, please check the County Attorney's Offic upport Enforcement Secti enth Place East, Suite 450	box and send t e on	
	e items listeo Ramsey Child So 121 Sev	d below, please check the County Attorney's Offic upport Enforcement Secti	box and send t e on	
If you have any of the five	e items listec Ramsey Child St 121 Sev St. Paul aan you have	I below, please check the County Attorney's Offic upport Enforcement Secti enth Place East, Suite 450, MN 55101 e named as the child's fath	box and send the on 00 ner.	hem to:
If you have any of the five A photograph of the m	e items listec Ramsey Child St 121 Sev St. Paul, nan you have ge certificat	d below, please check the County Attorney's Offic upport Enforcement Secti enth Place East, Suite 456 MN 55101 e named as the child's fatt e. A copy of you	box and send the on 00 ner. ur divorce pape:	hem to:
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A photograph of the five A photograph of the n A copy of your marria A copy of each child's <u>YOU MUST COMPL</u> During the perior	e items listec Ramsey Child Si 121 Sev St. Paul, han you have ge certificatu birth certifi <u>ETE THIS</u> d that my	i below, please check the County Attorney's Offic upport Enforcement Secti enth Place East, Suite 450 MN 55101 enamed as the child's fatl e. A copy of you section OR YOUR I Child was conceived,	box and send the on 00 arer. ar divorce pape ar genetic test re DOCUMENT '	hem to: rs. ssults. WILL BE INCOMPLETE.
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After

er's Pat	ernity Affidavit			Case:	0000000000-0
0	Physical Details				
0	Eye Color:	Hair Co	blor:	Heig	nt:
	Weight:		s:		ir:
	Tattoos, Scars, or Other I				
:	Other People the Father				
÷		Name	Address		Phone Number
	The Father's Mother				
	The Father's Father				
	The Person the				
	Father Currently				
	Lives With				
elati	onships				
	Your Relationship with t	he Father			
	Did you ever live with the	e father? 🛛 Yes	□ No If "yes,"	when?	
	Were you and the father	ever married?	🛛 Yes – Legally	□Yes – Cultu	rally 🗆 No
	If "yes," when?		Where?		
	Did your relationship wit	h the father end in	n divorce? 🛛 Yes	🗆 No	
	If "yes," where did th	ne divorce happen	(city, state, and coun	try)?	
	Before your child was bo	rn, were you marr	ied to anyone other t	han the fathe	r?□Yes □No
	If you were married,	did you legally div	orce that person befo	ore your child'	s birth? 🗆 Yes 🗆 N
	If "yes," where did th	e divorce happen	(city, state, and coun	try)?	
+	Other Relationships				
	The court requires us to a	ask if someone els	e might be your child'	's father.	
		the Gweeks offer	vou believe vou beca	ame pregnant	, did you have sexu
	In the 6 weeks before or intercourse with any othe				
-		er man? □ Yes n the next page to ation" can mean s	□ No tell us any informatio		



9/27/2024

Mother's Paternity Affidavit: Details



February 10, 2021

Party Name Party Address City, State, Zip

CP Name and NCP Name Case: 0000000000-00 Court File No. Court File#

Dear NCP Name:

I have reviewed your child support case, and would like to provide you some information:

- Your child support obligation for child(ren) name(s) is \$Monthly Obligation per month
- You have not made a payment ADD "since" and date of last payment or "to date"

After

Case: 000000000-00	Child Support Summary
Letter Name: Nonpayment: Questions for Parent Paying Support	Monthly Child Support D
Do we have the wrong address? Fix it below and send with your reply.	\$[Monthly Obligation
	Child Support Debt
August 31, 2023	\$[Arrears Balance]
First and Last Name	Date of Last Payment
First and Last Name Address	[Month ##,####]
City, State ZIP	Amount of Last Payment
city, state 21	\$[Last Payment Amo
	Children on the Case
	 [First and Last Names
Hello ZEirst Names Zlast Names	Child on the Case]

pport Due ligation] bt ancel nent ##] ayment ent Amount] ase Names of Each

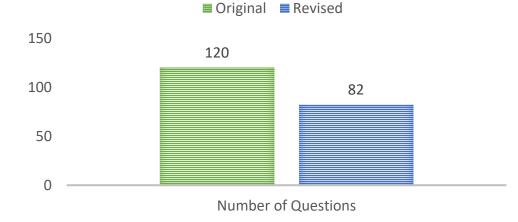
Hello, <First Name> <Last Name>,

I reviewed your case and noticed that you are behind on child support. I have 3 questions about your situation that will help me understand if we can do more to provide you with resources or services.

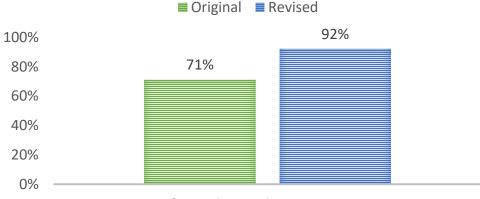


Mother's Paternity Affidavit: Results

PATERNITY AFFIDAVIT: NUMBER OF QUESTIONS PER FORM



PATERNITY AFFIDAVIT: RATE OF COMPLETE AND ACCURATE RESPONSES



Rate of Complete and Accurate Responses

A 21 percentage point (29%) increase in completion rate. Reduced the number of questions by 32%.

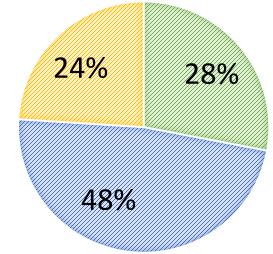
Accessibility Results



The average reading level for the 25 forms completed so far on this project is 5.3. The highest reading level of any of the forms was 6.5.

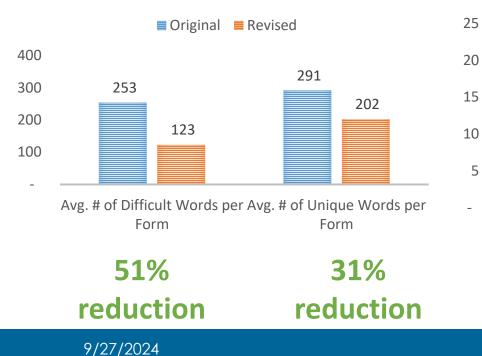
READING LEVELS OF REVISED FORMS

- 🛛 4th-grade Reading Level 🖉 5th-grade Reading Level
- 6th-grade Reading Level



What Makes Forms Easier to Read?

AVERAGE # OF DIFFICULT WORDS AND UNIQUE WORDS PER FORM



AVERAGE # OF LONG SENTENCES PER FORM ■ Original ■ Revised 23 13 Avg. # of Long Sentences per Form 45%



AVERAGE # OF MINUTES TO READ

4.50

4.00

3.50

3.00

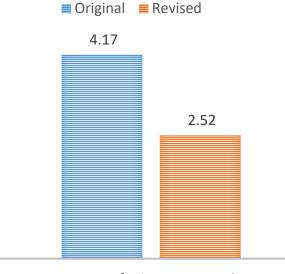
2.50

2.00

1.50

1.00

0.50



Avg. # of Minutes to Read

40% reduction

MFSRC Annual Conference

reduction

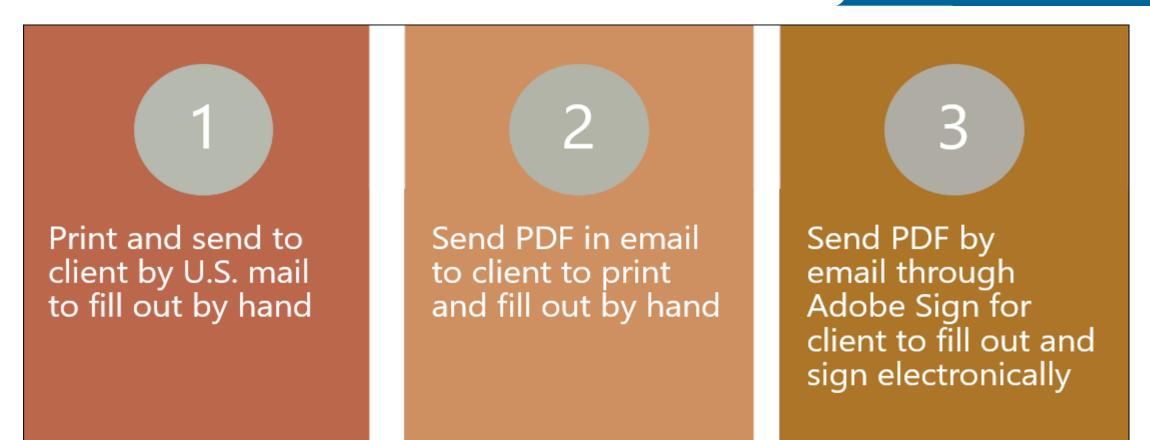
2023 ANNUAL CONFERENCE



Implementation



Options for clients to receive and complete forms



Response to New Documents



More friendly than prior versions!	Easy to follow and understand!	Conversational. Great new image!
Better understood and quicker responses!	Now getting the information we need to proceed!	I love our new forms and letters! They make me happy to look at them!

Contact Information



- David Ramm Grays Peak Strategies <u>david@grayspeakstrategies.com</u>
- Jodi Abel

Ramsey County Child Support Services Planning Manager Jodi.Abel@RamseyCounty.us